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Proposed programme budget for the biennium 2010-2011*

Part X
Jointly financed administrative activities and special expenses

Section 31
Jointly financed administrative activities

(Programme 26 of the strategic framework for the period 2010-2011)**

Contents

		Page
Overview		2
A.	International Civil Service Commission	5
B.	Joint Inspection Unit	10
C.	United Nations System Chief Executives Board for Coordination	14

* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-fourth Session, Supplement No. 6* (A/64/6/Add.1).

** *Official Records of the General Assembly, Sixty-third Session, Supplement No. 6* (A/63/6/Rev.1).

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Overview

Table 31.1 **Estimates of expenditure (regular budget)**

Proposal submitted by the Secretary-General	$12,004,400[a]
Revised appropriation for 2008-2009	$27,349,700

[a] At 2008-2009 rates.

Table 31.2 **Estimates of expenditure (full budgets)**

Proposal submitted by the Secretary-General	$37,108,700[a]
Revised appropriation for 2008-2009	$38,327,200

[a] At 2008-2009 rates.

Table 31.3 **Proposed staffing resources (full budgets)**

Posts	*Number*	*Level*
Proposed posts for the biennium 2010-2011	81	3 D-2, 5 D-1, 8 P-5, 15 P-4, 8 P-3, 5 P-2/1, 4 GS (PL), 33 GS (OL)
New posts	2	1 P-2 [ICSC secretariat], 1 P-4 [CEB secretariat]
Abolition	2	1 GS (OL) [ICSC secretariat], 1 GS (OL) [CEB secretariat]
Reclassification	1	1 post from a P-5 level to the D-1 level [CEB secretariat]
Approved for the biennium 2008-2009	81	3 D-2, 4 D-1, 9 P-5, 14 P-4, 8 P-3, 4 P-2/1, 4 GS (PL), 35 GS (OL)

Abbreviations: GS, General Service; PL, Principal level; OL, Other level; ICSC, International Civil Service Commission; CEB, United Nations System Chief Executives Board for Coordination.

31.1 Provisions under the present section cover the requirements for the United Nations share in the costs of three administrative organizational units of the United Nations common system financed on an inter-agency basis. They are:

(a) The International Civil Service Commission (ICSC) and its secretariat;

(b) The Joint Inspection Unit (JIU) and its secretariat;

(c) The secretariat of the United Nations System Chief Executives Board for Coordination (CEB), including the International Public Sector Accounting Standards (IPSAS) project aimed at providing system-wide support and coordination during the implementation process of IPSAS by those United Nations system organizations which make financial contribution to this project.

31.2 The full budgets of ICSC and JIU are also presented to the General Assembly for its consideration and approval in accordance with the established arrangements. The full budget of CEB, including the IPSAS project, is presented for information purposes, while the United Nations share of it is presented for approval. The comments of CEB on the budget proposals of the Joint Inspection Unit for the biennium 2010-2011, which are required by its statute, will be submitted separately at a later stage, given that the JIU secretariat has not made available its 2010-2011 budget proposals to CEB for review at an earlier stage of the preparation of the proposed programme budget for the

biennium 2010-2011. As concerns the ICSC and JIU proposed full budgets, the consultation process within the framework of CEB has not been completed yet at the time of formulation of these budget proposals. Notably, at this stage, 16 organizations of the United Nations system have submitted their comments on these budget proposals to the CEB secretariat. Therefore, the present proposals represent the United Nations position on the ICSC and JIU budget proposals for the biennium 2010-2011 resulting from the internal review process of their proposals and related consultations with the ICSC and JIU secretariats.

31.3 The proposals for the regular budget appropriation made under this section reflect a net decrease of $451,000 (before recosting), or 3.6 per cent, as compared to the level approved for the biennium 2008-2009. The requirements were estimated on the basis of the full budgets of the activities, and the percentage share of the United Nations in those costs, determined by CEB on the basis of established methodology. The net decrease in the United Nations regular budget share under this section is due to the combined effects of the decrease of the United Nations share in the requirements of ICSC and the CEB secretariat and the IPSAS project; offset by an increase of the United Nations share in the requirements of JIU. The percentage distribution of regular budget resources under this section is as shown in table 31.4.

Table 31.4 **Distribution of regular budget resources by component (United Nations share of costs)**

(Percentage)

A. International Civil Service Commission	57.9
B. Joint Inspection Unit	24.6
C. United Nations System Chief Executives Board for Coordination, including IPSAS project	17.5
Total	**100.0**

Table 31.5 **Summary of resource requirements by component (United Nations share of costs)**

(Thousands of United States dollars)

Regular budget

Component	*2006-2007 expenditure*	*2008-2009 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2010-2011 estimate*
			Amount	*Percentage*			
A. International Civil Service Commission	4 856.2	7 160.3	(204.0)	(2.8)	6 956.3	359.5	7 315.8
B. Joint Inspection Unit	2 668.4	2 866.9	85.6	3.0	2 952.5	55.9	3 008.4
C. United Nations System Chief Executives Board for Coordination, including IPSAS project	1 650.1	2 428.2	(332.6)	(13.7)	2 095.6	55.1	2 150.7
Total	**9 174.7**	**12 455.4**	**(451.0)**	**(3.6)**	**12 004.4**	**470.5**	**12 474.9**

31.4 The estimated requirements under the full budgets of the activities programmed in this section are summarized in table 31.6. The post establishment in the context of the full budgets is summarized in table 31.7. Due to the inter-agency nature of these operations, all the posts budgeted in this section are outside the United Nations regular budget staffing table.

Table 31.6 **Summary of resource requirements by component (full budgets)**

(Thousands of United States dollars)

Jointly financed

Component	*2006-2007 expenditure*	*2008-2009 appropriation*[a]	*Resource growth*		*Total before recosting*	*Recosting*	*2010-2011 estimate*
			Amount	*Percentage*			
A. International Civil Service Commission	13 276.2	18 360.0	(523.4)	(2.9)	17 836.6	921.6	18 758.2
B. Joint Inspection Unit	11 132.2	12 198.9	364.8	3.0	12 563.7	238.2	12 801.9
C. Chief Executives Board for Coordination, including IPSAS project	5 281.2	7 768.3	(1 059.9)	(13.6)	6 708.4	176.2	6 884.6
Total	**29 689.6**	**38 327.2**	**(1 218.5)**	**(3.2)**	**37 108.7**	**1 336.0**	**38 444.7**

Table 31.7 **Summary of post requirements by component (full budgets)**

Jointly financed

	Established posts		*Temporary posts*		*Extrabudgetary posts*		*Total*	
	2008-2009	*2010-2011*	*2008-2009*	*2010-2011*	*2008-2009*	*2010-2011*	*2008-2009*	*2010-2011*
A. International Civil Service Commission	47	47	—	—	—	—	47	47
B. Joint Inspection Unit	20	20	—	—	—	—	20	20
C. United Nations System Chief Executives Board for Coordination	14	14	—	—	—	—	14	14

A. International Civil Service Commission

Full budget of the International Civil Service Commission (before recosting): $17,836,600

Regular budget resource requirements for United Nations share (before recosting): $6,956,300

31.5 By its resolution 3357 (XXIX) of 18 December 1974, the General Assembly established the International Civil Service Commission for the regulation and coordination of the conditions of service of the United Nations common system. Under its statute, the Commission is a subsidiary organ of the General Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international organizations that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principle set out in the agreements between the United Nations and the other organizations, aiming at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements. The Commission is further mandated through Assembly resolutions 51/216 and 52/216 to play a lead role in the development of innovative approaches in the field of human resources management as part of the overall reform currently taking place in the organizations of the common system.

31.6 Under article 21, paragraph 2, of the statute of ICSC, a provision is made for the inclusion of the ICSC budget in the regular budget of the United Nations. The budget estimates for the Commission are submitted by the Secretary-General, after consultation with CEB on the basis of proposals made by the Commission.

31.7 The overall broad objectives of the Commission's programme of work are: (a) to continue to maintain a common system of salaries, allowances and benefits; (b) to establish and maintain procedures and/or methodologies by which the principles for determining conditions of service should be applied; (c) to establish and maintain post adjustment classifications and daily subsistence allowance rates for approximately 200 countries and areas around the world; (d) to conduct surveys of the best prevailing conditions of employment for General Service staff at headquarters duty stations; (e) to develop and maintain job evaluation standards; and (f) to provide to the organizations guidance and advice on various human resources management issues.

31.8 The Chairman of the Commission is responsible for directing its work. The Executive Secretary, as the Chief Administrative Officer of the Commission, is responsible for the preparation of the budget estimates, in consultation with the Chairman and the Vice-Chairman, and for submitting them to the Secretary-General.

31.9 The proposed programme budget reflects congruence with format and substance of the strategic framework for the biennium 2010-2011, the ICSC statute and prior decisions of ICSC. The mandate of ICSC remains unchanged — regulating and coordinating conditions of service of the United Nations common system.

Programme of work of the International Civil Service Commission

31.10 It is expected that ICSC will hold two sessions with a total duration of four weeks in 2010 and two sessions with a total duration of four to five weeks in 2011. Of the two sessions held each year, one will take place in New York and the other will be held elsewhere, in principle at the headquarters of one of the participating organizations of the United Nations common system. The Commission may also decide to establish working groups on selected issues. Those working groups would be composed of members of the Commission and/or its secretariat, as well as representatives of the

member organizations and staff federations based on the work programme of the Commission. It is expected that during the biennium 2010-2011 five such working groups will be established and that each of the groups will meet for approximately two weeks. Furthermore, it is anticipated that representatives of the Commission will participate in the meetings (one meeting per year) of the technical working groups established by the governing bodies of the participating organizations.

31.11 The Commission's Advisory Committee on Post Adjustment Questions will hold one session of one-week's duration in each year of the biennium. As is the case with members of ICSC, the members of the Advisory Committee are entitled to travel and subsistence allowances, in accordance with the rules established by the General Assembly for members of organs and subsidiary organs of the United Nations serving in their individual capacity.

31.12 The structure of the secretariat of the Commission remains unchanged. It includes the Office of the Executive Secretary, the Cost-of-Living Division, the Human Resources Policies Division and the Salaries and Allowances Division.

31.13 The activities for which ICSC is responsible and the strategy guiding its implementation fall under component A of programme 26, Jointly financed activities, of the strategic framework for the period 2010-2011.

Table 31.8 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To coordinate and regulate the conditions of service of the United Nations common system as mandated by the General Assembly in its resolution 3357 (XXIX) of 18 December 1974.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Maintenance of a high quality of substantive service to the Commission	(a) (i) Positive assessment by the Commission of the policy recommendations submitted on the human resources management system *Performance measures*: 2006-2007: 100 per cent Estimate 2008-2009: 100 per cent Target 2010-2011: 100 per cent (ii) Percentage of recommendations adopted by the Commission *Performance measures*: 2006-2007: 100 per cent Estimate 2008-2009: 100 per cent Target 2010-2011: 100 per cent

(b) Effective, flexible and simplified payment and benefits systems under the Noblemaire and Flemming principles that meet the requirements of the organizations	(b) Maintenance of the percentage of recommendations on the pay and benefits systems adopted by the Commission *Performance measures*: 2006-2007: 100 per cent Estimate 2008-2009: 100 per cent Target 2010-2011: 100 per cent
(c) Improved methodology for cost-of-living measurements	(c) Maintenance of the percentage of proposals for cost-of-living measures approved by the Commission *Performance measures*: 2006-2007: 100 per cent Estimate 2008-2009: 100 per cent Target 2010-2011: 100 per cent
(d) Up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classification for the United Nations common system	(d) (i) Maintenance of the time between the request for surveys and the carrying out of cost-of-living surveys, and the number of duty stations reviewed for hardship and mobility classification *Performance measures*: 2006-2007: 3 months Estimate 2008-2009: 3 months Target 2010-2011: 3 months (ii) Maintenance of the completion rate of all requests for hardship classification of field duty stations (250 per year) *Performance measures*: 2006-2007: 100 per cent within 4 to 8 weeks Estimate 2008-2009: 100 per cent within 4 to 8 weeks Target 2010-2011: 100 per cent within 4 to 8 weeks

(e) Up-to-date daily subsistence allowance rate system	(e) Maintenance of the time required to implement changes in the subsistence allowance rate system *Performance measures*: 2006-2007: 1 week Estimate 2008-2009: 1 week Target 2010-2011: 1 week

External factors

31.14 The component is expected to achieve its objectives and expected accomplishments on the assumption that organizations of the United Nations common system provide timely information as requested by the Commission and that they fully implement its decisions and recommendations.

Outputs

31.15 During the biennium 2010-2011, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies: 16 formal meetings and informal consultations of the Fifth Committee on issues of conditions of service of the United Nations common system, approximately four sessions of the Commission; approximately two sessions of the Advisory Committee on Post Adjustment Questions; and approximately 10 weeks of meetings of working groups of the Commission on specific issues of conditions of service;

(b) Parliamentary documentation: reports and research papers on specific issues raised by Member States, organizations and staff representatives submitted to the Commission and other documentation submitted to the Advisory Committee and working groups of the Commission under their programme of work (90);

(c) Other substantive activities:

(i) Responses on behalf of the Commission on cases of specific issues before the Administrative Tribunal (12);

(ii) Cost-of-living surveys at field duty stations (290); categorization of hardship duty stations (approximately 200), including system-wide dissemination and assignment of temporary ad hoc classifications; revisions of manuals on the United Nations salary system (2); monthly revisions and promulgations of post adjustment, daily subsistence allowance (48); issuance of information on hazard pay locations; full implementation of the new master standard and related subsystems for application in the common system; ICSC workshops on the operation of the post adjustment system, salaries and allowances and human resource management policies (6); special workshops on the post adjustment system (3); and training courses on job evaluation and training material for mobility and hardship arrangements (6);

(iii) Technical material (hard copy and electronic issuances): cost-of-living survey reports and monthly updated post adjustment indices with respect to exchange rate movements, inflation and rental subsidy thresholds (24 circulars); revised job evaluation tools (2); revised user-friendly manuals on the United Nations salary system (1); post adjustment

system (1); daily subsistence allowance circulars (24); and information material and tools pertaining to mobility/hardship arrangements (2);

(iv) Global staff surveys on issues under the mandate of the Commission: following the launch of the 2008 Global Staff Survey on Recruitment and Retention, the Commission has decided, and Member States have supported, to repeat this global staff survey at two-year intervals in order to measure the success or otherwise of measures taken over time by organizations to attract and retain talent to the United Nations common system. A follow-up survey is to be conducted in 2010. Additional surveys will also be carried out, as appropriate, on other issues under the mandate of the Commission to seek the views of staff on the efficacy of various human resources management initiatives in order to better inform policy decisions taken by the Commission in the course of its ongoing work.

Table 31.9 **Resource requirements: total requirements for the International Civil Service Commission (full budget)**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Jointly financed				
Post	11 785.8	11 951.4	47	47
Non-post	6 574.2	5 885.2	—	—
Total	**18 360.0**	**17 836.6**	**47**	**47**

31.16 The estimated requirements in the amount of $17,836,600 would provide for 47 posts (24 Professional and above and 23 General Service), which includes the proposal of one new P-2/1 post of Associate Information System Officer, offset by the abolition of one General Service (Other level) post; and related non-post operational requirements. The decrease of $523,400 under the full budget of the Commission is the combined effects of an increase of $165,600 under Posts offset by a decrease of $689,000 under non-post requirements. The resource increase under Posts requirements of $165,600 comprises: (a) the delayed impact of one new P-5 post approved for the biennium 2008-2009; (b) the costs of one new P-2 post; and (c) the abolition of one General Service (Other level) post. The non-post resource decrease of $689,000 relates to a decrease of $1,072,200 under consultants and general operating expenses owing to the ending of the pilot study on the pay and benefits system in 2008, partly offset by an increase of $383,200 under various non-post costs based on the actual pattern of expenditures.

Table 31.10 **Resource requirements: United Nations share in the budget of the International Civil Service Commission**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Non-post	7 160.3	6 956.3	—	—
Total	**7 160.3**	**6 956.3**	—	—

31.17 The estimated requirements in the amount of $6,956,300, reflecting a decrease of $204,000, relates to the United Nations share (currently 39 per cent) in the budget of ICSC for the biennium 2010-2011. The decrease in the United Nations regular budget share of costs under this section reflects a corresponding decrease in the full budget of the International Civil Service Commission.

B. Joint Inspection Unit

Full budget of the Joint Inspection Unit (before recosting): $12,563,700

Regular budget resource requirements for United Nations share (before recosting): $2,952,500

31.18 The Joint Inspection Unit, created on an experimental basis in 1968, was established with effect from 1 January 1978 by General Assembly resolution 31/192 of 22 December 1976, in which it also approved the Unit's statute. The Unit is the only system-wide independent external oversight body, and it is accountable to the General Assembly and the competent legislative organs of those specialized agencies and other international organizations of the United Nations system that accept its statute. The expenditures of the Unit are shared by its participating organizations as agreed upon by them.

31.19 In accordance with article 20 of its statute, the Unit's budget is included in the regular budget of the United Nations, and its budget estimates are established by the Secretary-General after consultation with CEB on the basis of proposals made by the Unit. In its resolution 55/230, the General Assembly took note of paragraphs 19 and 20 of the report of the Unit for 1998 (A/54/34); reaffirmed article 20 of the statute of the Joint Inspection Unit and paragraph 182 of Assembly resolution 54/249; and requested the Secretary-General to submit the CEB report on the budget proposals made by the Unit as required by its statute. Given the reasons outlined in paragraph 31.2 above the CEB report on the subject will be submitted to the General Assembly at a later stage.

31.20 According to the statute, the Inspectors have the broadest powers of investigation in all matters bearing on the efficiency of services and the proper use of funds and provide an independent view through inspection and evaluation aimed at improving management and methods and at achieving greater coordination between organizations. The Unit is to satisfy itself that the activities undertaken by the organizations are carried out in the most economical manner and that optimum use is made of resources available for carrying out those activities.

31.21 In line with the directives of the legislative organs of its participating organizations, the Unit takes full advantage of its system-wide competence, which puts it in the unique position of acting as a catalyst for the comparison and dissemination of best managerial, administrative and programming practices in the system as a whole. Based on comparative analyses on trends and problems faced by various organizations, it proposes harmonized and concrete solutions. The Unit focuses its work on important priority items for the participating organizations, with a view to providing both the executive heads and the legislative organs of those organizations with practical and action-oriented recommendations on precisely defined issues.

31.22 The General Assembly, in its resolution 62/246 invited the Unit to report in the context of its annual reports on experience in the implementation of the follow-up system by the participating organizations, and requested the Unit to study the feasibility of using a web-based system to monitor the status of recommendations and receive updates from individual organizations.

31.23 On the basis of its statute, the Unit uses three management tools for the implementation of results-based management, namely, its programme of work (article 9), its annual report (article 10) and its biennial budget (article 20). The outcome of the first and second management tools are submitted

in its annual report, which is published as a supplement through which the Unit reports on its performance, which is assessed by the General Assembly.

31.24 As established in the follow-up system of the Joint Inspection Unit and endorsed by the General Assembly in its resolution 54/16, in order for the Unit's reports to be thoroughly and effectively utilized by the legislative organs of participating organizations, the recommendations included in those reports must be: (a) directed at correcting clear deficiencies with practical, action-oriented measures to solve significant problems; (b) convincing and well supported by the facts and analysis in the report; (c) realistic in terms of implied resource commitments and technical capabilities; (d) cost-effective; and (e) specific regarding actions to be taken, and those responsible for taking actions, so that implementation and resulting impact can be clearly tracked. The Joint Inspection Unit secretariat has an important role to play in assisting the Unit in this regard and in monitoring the degree of acceptance and implementation of the recommendations after they are issued, for disclosure in the annual report of the Unit.

31.25 The activities for which the Unit is responsible fall under component B of programme 26, Jointly financed activities, of the strategic framework for the period 2010-2011. The objectives in the strategic framework for the period 2010-2011, submitted by the Unit to and approved by the Committee for Programme and Coordination at its forty-eighth session, refer only to the Joint Inspection Unit secretariat. The Unit itself has submitted its strategic framework for the period 2010-2019 directly to the General Assembly in the context of its annual report (A/63/34). By its resolution 63/272, the General Assembly acknowledged the undertaking by the Unit of a medium- and long-term strategy approach for 2010-2019 and stressed the need for the Unit to continuously update and improve its medium- and long-term strategy for 2010-2019.

Table 31.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To assist the Unit to improve management, to ensure optimum use of available resources and to achieve greater coordination between the participating organizations of the United Nations system.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of Member States and secretariats of participating organizations to make decisions, based on independent evaluations and inspections, which improve the efficiency, effectiveness and relevance of the subprogrammes/programmes	(a) (i) The rate of acceptance and implementation of recommendations by the participating organizations *Performance measures*: 2006-2007: 50 per cent Estimate 2008-2009: 50 per cent Target 2010-2011: 50 per cent (ii) The number of reports, notes and management letters issued during the biennium *Performance measures*: 2006-2007: 23 reports Estimate 2008-2009: 23 reports Target 2010-2011: 32 reports

(b) Effective monitoring of the steps taken by the participating organizations to ensure timely and informed consideration of JIU reports and their recommendations by the legislative organs	(b) (i) The number of organizations that have established follow-up system on JIU reports, notes and their recommendations *Performance measures*: 2006-2007: 20 organizations Estimate 2008-2009: 20 organizations Target 2010-2011: 21 organizations (ii) The rate of acceptance and implementation of recommendations by the participating organizations *Performance measures*: 2006-2007: 50 per cent Estimate 2008-2009: 50 per cent Target 2010-2011: 50 per cent (iii) The number of reminder notices to be sent by the Unit and acted upon by participating organizations *Performance measures*: 2006-2007: 30 per cent notices acted upon Estimate 2008-2009: 30 per cent notices acted upon Target 2010-2011: 31 per cent notices acted upon

External factors

31.26 The component is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) Participating organizations will fully cooperate with the reviews and in the follow-up process on the implementation of recommendations;

(b) Delays in submission of comments on the reports of the Unit by secretariats, delays in consideration or non-consideration by legislative organs and failure by the latter to adopt specific resolutions/decisions on recommendations may affect the achievement of expected accomplishments.

Outputs

31.27 During the biennium 2010-2011, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Approximately 30 formal meetings and informal consultations of the Main Committees of the General Assembly, the Committee for Programme and Coordination and the Advisory Committee on Administrative and Budgetary Questions and approximately 15 meetings of legislative organs of other organizations of the United Nations system on issues contained in the reports of the Unit;

(ii) Parliamentary documentation: annual reports to the General Assembly and proposed programme of work; special reports to the General Assembly and/or other legislative organs, as required;

(b) Other substantive activities:

(i) Fact-finding missions: confidential letters to the Executive Heads, as required (2); consultations with secretariats of the organizations of the United Nations system on issues under the work programme of the Unit (approximately 8 consultations);

(ii) Documentation for inter-agency meetings: contribution to annual inter-agency meetings, such as the United Nations Evaluation Group, the Meeting of Representatives of Internal Audit Services and the Conference of International Investigators.

Table 31.12 **Resource requirements: total requirements for the Joint Inspection Unit (full budget)**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Jointly financed				
Post	11 313.8	11 583.6	20	20
Non-post	885.1	980.1	—	—
Total	**12 198.9**	**12 563.7**	**20**	**20**

31.28 The estimated requirements of $12,563,700, reflecting an increase of $364,800, would provide for the continuation of 11 positions of Inspectors and 20 posts (11 Professional and 9 General Service) in the Unit secretariat, as well as for non-post requirements, including those of other staff costs, consultancy and contractual services, travel of Inspectors and staff and operating costs. The net increase in resources relate mainly to: (a) the delayed impact in the amount of $269,800 from one new P-3 and one new P-2/1 Research Officer posts approved for the biennium 2008-2009; and (b) an increase of $95,000 due to the requirements under consultants for two information and communications technology projects, namely the Web contents project and the web-based follow-up system project, to be carried out in response to the request of the General Assembly in its resolution 62/246.

Table 31.13 **Resource requirements: United Nations share in the budget of the Joint Inspection Unit**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Non-post	2 866 9	2 952.5	—	—
Total	**2 866.9**	**2 952.5**	—	—

31.29 The estimated resource requirements in the amount of $2,952,500, reflecting an increase of $85,600, relate to the United Nations share in the budget of the Unit for the biennium 2010-2011, which is 23.5 per cent. The increase in the United Nations regular budget share under this component results from the increase of the full budget of the Unit.

C. United Nations System Chief Executives Board for Coordination

Full budget of the secretariat of the United Nations System Chief Executives Board for Coordination (before recosting): $6,708,400

Regular budget resource requirements for the United Nations share (before recosting): $2,095,600

31.30 The United Nations System Chief Executives Board for Coordination is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the United Nations system. The Board, which is composed of the Secretary-General and the executive heads of all organizations of the United Nations system, replaced the former Administrative Committee on Coordination (established in 1946 by the Economic and Social Council in its resolution 13 (III)). CEB established two high-level committees to assist it: the High-Level Committee on Programmes, whose central role is to develop concerted and effective policies, strategies and guidance for the United Nations system to meet emerging challenges and issues relating to international cooperation and development; and the High-Level Committee on Management, which elaborates policy and provides guidance to the organizations of the system on administrative and management questions with system-wide relevance, promotes inter-agency cooperation and coordination on such issues and helps with the management of the common system of pay and benefits.

31.31 In 2007, under the leadership of the Secretary-General, CEB undertook a review of its role and functioning. The Board agreed on the need for strengthening its structure to be able to address programme, management and operational activities. That CEB review process redefined the role of the United Nations Development Group, as the third pillar of CEB, to include the following areas of responsibility: promotion of coherent and effective oversight, provision of guidance and capacity-building with country-level partners, coordination of the United Nations system development operations at the country level, addressing policy guidance issues related to country-level operations, including the implementation of the triennial comprehensive policy review resolutions, and support to the resident coordinator system. Resources for support to this third pillar would be funded through secondment of staff from the United Nations Development Operations Coordination Office and are not included in this budget proposal. It is expected that prior to the biennium 2010-2011, the Board will have established the United Nations Development Group as the third pillar in the CEB structure, responsible for the coordination of country-level development operations. The outcome of the CEB review and the subsequent deliberations of Executive Heads at the CEB retreats of spring and fall 2007 also provided a clear rationale for the strengthening of the CEB secretariat to respond to the requirements articulated by the Executive Heads.

31.32 In the biennium 2010-2011, the CEB secretariat will provide substantive and logistical support to the Board and its high-level subsidiary structure — the United Nations Development Group, the High-Level Committee on Programmes and the High-Level Committee on Management. This would require a proactive capacity in the secretariat for enhanced consultations and communication with the Executive Heads and senior officials, identification and coordinated development of agendas, substantive preparation of meetings and documentation, and monitoring of implementation of decisions and action plans emanating from CEB and its subsidiaries. The

cluster approach to its tasks was endorsed by the CEB members. Within the CEB context, smaller groups of the Executive Heads can decide to establish a cluster on a specific theme or issue of their interest. In order to ensure a coordinated and well-sequenced process, the CEB secretariat would require a flexible capacity to organize and/or support clusters within the CEB context, coordinate substantive preparation and follow-up on reporting to the Board and mainstreaming outcomes.

31.33 The following functions were also identified in discussions at the CEB spring 2007 and fall 2007 retreats for CEB secretariat support arrangements: (a) facilitate a more regular and structured information flow on major trends and developments in the organizations of the United Nations system of concern to the system as a whole. This service would be of particular value to smaller agencies. The CEB secretariat would provide such a "clearinghouse" service on which all could draw, supporting an enhanced capacity for knowledge-sharing system-wide; (b) develop a reinforced substantive capacity within the secretariat to ensure that the strategic discussions of CEB and its clusters are supported by sound analytical material that adds scope and value to the contribution and knowledge that individual organizations bring to the table; (c) support the Board in developing the structure, content and organization of its sessions in a flexible manner responding to evolving needs; (d) develop analysis and information to assist CEB to have greater clarity on issues related to duplication, "mission creep" and overlap of activities in specific areas, and assist the Board in developing a system-wide methodology for different agencies operating on the same issue; and (e) strengthen the engagement of CEB with intergovernmental bodies, in particular the Economic and Social Council, including through facilitating the participation of Executive Heads in high-level intergovernmental forums and improving CEB reporting to intergovernmental bodies.

31.34 CEB is serviced and supported by a single, jointly financed secretariat, with offices located in New York and Geneva. In the programme area, CEB, through its High-Level Committee on Programmes, will continue to promote system-wide action across a range of intergovernmental mandates with a view to further enhancing the coherence and effectiveness of the contribution of the system to advance the implementation of the internationally agreed development goals, including the Millennium Development Goals. Special attention will, in the same context, be given to aligning the efforts of the United Nations system organizations in support of intergovernmental reviews and monitoring of progress towards these goals in the General Assembly and the Economic and Social Council and in the governing bodies of the specialized agencies, funds and programmes. The High-Level Committee on Programmes will, at the same time, seek to take a proactive role in scanning and identifying emerging programme issues requiring a system-wide response, and in developing approaches on such priority issues as climate change, food security, financial crisis, and others.

31.35 CEB, through its High-Level Committee on Management, is seeking to further strengthen its contribution to progress in management reform and the harmonization of business practices, which it regards as critical underpinnings to qualitative improvements in system-wide effectiveness and coherence. More specifically, in the management area, CEB, through the High-level Committee on Management, will give special attention in the biennium 2010-2011 to furthering inter-agency cooperation in advancing accountability and transparency in the work of the organizations of the common system; promoting best practices and sharing lessons learned in management practices and in policy development and programme delivery through, inter alia, expanded platforms for knowledge-sharing; and advancing the implementation of inter-agency agreements on the security and safety of the United Nations system personnel. In the area of human resources management, the focus will be on enhanced collaboration with ICSC and on the harmonization of human resources practices and procedure, especially with respect to staff working outside headquarters. In the financial and budgetary areas, the main emphasis will be placed on supporting the implementation of the International Public Sector Accounting Standards throughout the system, and on such issues as results-based budgeting, the relationship between regular and voluntary

funding, cost recovery policies, standardization of financial regulations and rules, and the development of financial and budgetary best practices. In the area of information and communications technology, special attention will be given to capitalizing on investments in information and communications technologies, especially through common services and the identification of common best practices in the implementation and usage of enterprise resource planning systems. In the same context, CEB will seek to promote further initiatives to facilitate access to the United Nations system information by Member States and the general public. A number of proposed activities in the area of procurement have the objective of achieving the required level of harmonization in support of field operations and reach out to the United Nations procurement practitioners worldwide.

31.36 The activities for which CEB is responsible fall under component C of programme 26, Jointly financed activities, of the strategic framework for the period 2010-2011.

Table 31.14 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To leverage the full capacity of the organizations of the system to deliver better results in response to intergovernmental mandates and emerging challenges.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced horizontal cooperation among member organizations in response to the decisions of intergovernmental bodies	(a) (i) Increased number of coherent and coordinated initiatives by the United Nations system *Performance measures*: 2006-2007: 16 interventions Estimate 2008-2009: 5 interventions Target 2010-2011: 6 interventions (ii) Number of joint or complementary programmes and projects with strategic impact, task-specific inter-agency networking, time-bound working groups and other facilitating initiatives and activities to strengthen system-wide follow-up to intergovernmental decisions *Performance measures*: 2006-2007: 16 activities Estimate 2008-2009: 15 activities Target 2010-2011: 20 activities

(b) Enhanced coherence, efficiency and cost-effectiveness of the United Nations system of organizations	(b) (i) Increased number of coordinated system-wide responses to ICSC initiatives, staff management issues, financial and budgetary matters and oversight reports *Performance measures*: 2006-2007: 16 responses Estimate 2008-2009: 20 responses Target 2010-2011: 22 responses (ii) Number of measures taken and, when needed, the assessed impact on all corresponding instructions and guidelines *Performance measures*: 2006-2007: not available Estimate 2008-2009: not available Target 2010-2011: 4 responses
(c) Improved knowledge-sharing within the system as well as with Member States and more efficient utilization of information technologies within the United Nations system	(c) Continued reduction of new applications, common platforms and knowledge-sharing networks in use and shared by programmes within the United Nations system and with Member States and inter-agency sharing of Intranets *Performance measures*: 2006-2007: 17 platforms Estimate 2008-2009: 10 platforms Target 2010-2011: 8 platforms
(d) Enhanced coordination within the United Nations system related to the adoption and implementation of the International Public Sector Accounting Standards according to the agreed timetable	(d) Number of meetings held and harmonization measures agreed within the United Nations system on accounting policies and practices for the timely implementation of the International Public Sector Accounting Standards *Performance measures*: 2006-2007: not available Estimate 2008-2009: not available Target 2010-2011: 4 meetings

External factors

31.37 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that the member organizations and their governing bodies commit themselves and make timely contributions to the issues addressed by CEB.

Outputs

31.38 During the biennium 2010-2011, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly:

a. Substantive servicing of meetings: contribution to meetings of the Fifth and Second Committees on matters related to inter-agency affairs and the United Nations common system (on average 4 times per year);

b. Parliamentary documentation: CEB comments on the reports of the Joint Inspection Unit; inter-agency statistical reports on human resources, financial and general administrative subjects (on average 4 times per year);

(ii) Economic and Social Council:

a. Substantive servicing of meetings: contribution to plenary meetings on matters related to inter-agency affairs (1 meeting per year);

b. Parliamentary documentation: CEB annual overview report; inter-agency inputs to reports on the follow-up to the Millennium Assembly of the United Nations;

(iii) Committee for Programme and Coordination:

a. Substantive servicing of meetings: contribution to Committee meetings on matters related to inter-agency affairs (1 meeting per year);

b. Parliamentary documentation: CEB annual overview report;

(iv) International Civil Service Commission:

a. Substantive servicing of meetings: contribution to the activities of the Commission and its subsidiary bodies, as provided for in article 28 of ICSC statute (annual meeting of the Commission and, on average, 2 meetings of subsidiary bodies per year);

b. Parliamentary documentation: miscellaneous papers on common positions of the United Nations system relating to conditions of service in the common system (on average 2 papers per year);

(v) Standing Committee of the United Nations Joint Staff Pension Fund:

a. Substantive servicing of meetings: contribution to the activities of the Standing Committee of the United Nations Joint Staff Pension Board;

b. Parliamentary documentation: miscellaneous papers on common United Nations system positions related to the Pension Fund;

(b) Other substantive activities:

(i) Substantive servicing of inter-agency meetings:

a. Meetings of CEB focal points to finalize the summary of conclusions of CEB and to plan follow-up activities (2 sessions per year);

b. Meetings of inter-agency working groups and ad hoc inter-agency task arrangements established by the high-level committees in the programme (10 meetings per year) and management areas (10 meetings per year);

c. Meetings of the High-Level Committee on Management (2 sessions per year);

d. Meetings of the High-Level Committee on Programmes (2 sessions per year); intersessional meetings (2 sessions per year);

e. Substantive sessions of CEB (2 sessions per year);

(ii) Documentation for inter-agency meetings: background and technical papers, summary of conclusions and reports for CEB and its two high-level committees; IPSAS progress report to the High-Level Committee on Management (2 per year);

(iii) IPSAS accounting guidance and policy papers (6 per year);

(iv) Technical material:

a. Monthly system-wide promulgation of rates for freelance interpreters, translators and editors and promulgation of rates relating to hardship payments;

b. United Nations system Extranet; United Nations system search engine; Executive Information Network; CEB website; United Nations system locator; United Nations system chart; common system personnel database; mechanisms in support of spouse employment and dual careers; education grant database; directory of senior officials; annual common system personnel statistics; system-wide inventory of software and hardware; best practices of the United Nations system in human resources and the areas of information technologies and finance and budget.

Table 31.15 **Total requirements for the secretariat of the United Nations System Chief Executives Board for Coordination, including the IPSAS project (full budget)**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Jointly financed				
Post	4 346.9	4 439.3	14	14
Non-post	3 421.4	2 269.1	—	—
Total	**7 768.3**	**6 708.4**	**14**	**14**

31.39 The estimated requirements for the CEB secretariat in the amount of $5,377,400, reflecting a decrease of $58,900, would provide for 14 posts in the CEB secretariat (7 in New York and 7 in Geneva), including the reclassification of the post of the Secretary of the High-Level Committee on Programmes from a P-5 to the D-1 level to reflect the responsibilities of the incumbent as Deputy Director of the CEB New York office, one new P-4 post of Inter-agency Affairs Officer for the High-Level Committee on Programmes secretariat and the abolition of one General Service

(Other level) post, as well as for the non-post requirements for general temporary assistance, consultants, overtime, official travel of staff, contractual services, and other general requirements for both CEB secretariat offices. The net decrease in resources reflects the combined effect of: (a) an increase of $92,400 to meet the requirements to strengthen the High-Level Committee on Programmes, including the reclassification of the post of the Secretary of the Committee and one new P-4 post of Inter-agency Affairs Officer, partly offset by the abolition of one General Service (Other level) post in the CEB New York office resulting from the reorganization of work of the CEB New York office; and (b) a decrease of $151,300 under various non-post requirements based on the past expenditure.

31.40 The estimated requirements for the IPSAS project in the amount of $1,331,000, reflecting a decrease of $1,001,000, would provide for staffing funded through general temporary assistance arrangements, equivalent to one P-5, two P-4 posts on full-time basis and one part-time General Service position to provide support at the system-wide level to United Nations system organizations, including the United Nations itself on the project implementation; to coordinate and ensure the consistent and efficient resolution of common implementation issues; as well as for operating requirements of the team members, including those for travel and supplies and materials. This budget proposal for funding the IPSAS project was approved by the High-Level Committee on Management at its seventeenth session, held in Rome in February 2009. The reduction of requirements for the IPSAS project is due to: (a) the reduced needs for system-wide support required by organizations from the project team at this stage of its implementation; (b) the corresponding reduced requirements under travel and supplies and materials; and (c) discontinuation of requirements for financial contribution to the International Public Sector Accounting Standards Board activities, reflecting the present stage of the project implementation.

Table 31.16 **Resource requirements: United Nations share in the budget of the United Nations System Chief Executives Board for Coordination, including the IPSAS project**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Non-post	2 428.2	2 095.6	—	—
Total	**2 428.2**	**2 095.6**	—	—

31.41 The estimated resource requirements in the amount of $2,095,600, reflecting a decrease of $332,600, relate to the United Nations share (31.2 per cent) in the costs of the secretariat of CEB and costs associated with implementation of the International Public Sector Accounting Standards project. The decrease in the United Nations regular budget share under this section is due to the corresponding decrease of the full budget of the secretariat of CEB and the decrease in costs relating to the IPSAS project.

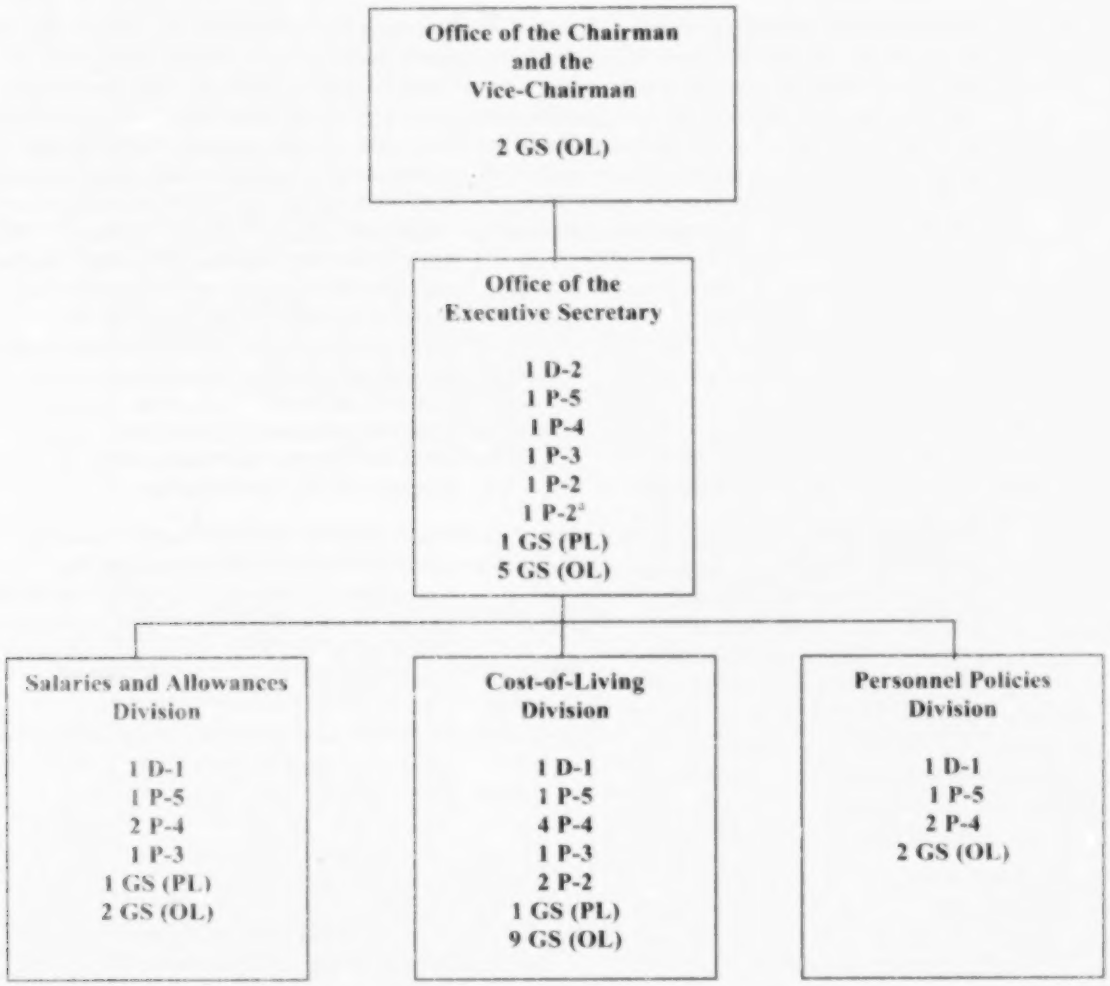
Table 31.17 **Summary of follow-up action taken to implement relevant recommendations of the oversight bodies**

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/62/7 and Corr.1)	
Joint Inspection Unit	
The Committee believes that an effort should indeed be made to identify the costs of the work of JIU. In this regard, the Committee notes the measures undertaken by the Unit, which were welcomed by the General Assembly in its resolution 61/238. The Committee considers that a project management tracking system could serve as a useful tool in measuring the overall cost benefit of the Unit's work. The Committee looks forward to considering the progress made in this respect in the context of its review of the proposed programme budget for the biennium 2010-2011 (para. X.12).	JIU is of the view that discussion by ACABQ on the project management tracking system is a consideration by ACABQ rather than a recommendation. As regards the idea of costing the individual JIU studies and reports, that would be possible upon introduction of the cost accounting functionality within the United Nations budgeting and accounting system.
United Nations System Chief Executives Board for Coordination	
The Committee is of the opinion that the role of CEB in the preparation and implementation of the International Public Sector Accounting Standards is paramount. The Committee recommends that the General Assembly request CEB to report annually on system-wide progress in the implementation of the International Public Sector Accounting Standards. It also recommends that CEB, in the interest of greater transparency, provide information on its programme of work in future budget submissions (para. X.16).	First progress report of the Secretary-General on the adoption of IPSAS by the United Nations has been issued in 2008 (A/62/806; separate sections of the report cover progress across the United Nations system). The Advisory Committee reported upon the above-mentioned report of the Secretary-General (A/63/496). In its resolution 63/262, the General Assembly has taken note of both reports. An overview of major developments in inter-agency cooperation within the framework of CEB, as well as an outline of the emerging issues on the CEB agenda, are provided in the CEB annual overview report. The projected/anticipated work programme of CEB draws on the deliberations and conclusions of Executive Heads at the CEB meetings of spring and fall of each year. The CEB secretariat's budget submission for 2010-2011 includes a considerable amount of details on the planned activities and current priorities of the high-level committees on programmes and management.

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/63/474)	
The Committee is of the opinion that the application of the standards will need to be monitored closely to ensure consistency within the United Nations system. In the view of the Committee, the United Nations System Chief Executives Board for Coordination should continue to play a key role and, in this regard, the Committee invites the Board to continue to follow this issue (para. 21).	The High-Level Committee on Management endorsed the proposed framework for system-wide support to be extended by the IPSAS team to the United Nations system organizations beyond 2009 and during the IPSAS implementation phase, along with the corresponding 2010-2011 workplan and budget.
Board of Auditors (A/63/5 (Vol. I))	
International Civil Service Commission	
The Board recommends that the Administration ensure that the International Civil Service Commission: (a) Continues to improve the methods of its cost-of-living and place-to-place surveys; (b) Considers as a performance indicator the total time lag between the scheduled date for the surveys and the date of issuance of the post adjustment circular (para. 275).	As a result of improvements in the ICSC tracking system, the time lag between scheduled dates of surveys and the dates of publication of results in the post adjustment circulars continues to decrease. For instance, the post adjustment circular for March 2009 included results of about 25 surveys scheduled only four months earlier. However, it should be noted that delays in the publication of results are sometimes due to factors beyond the control of the ICSC secretariat, for instance, lack of cooperation from the duty stations in the performance of their coordinating role, including delays in conducting the surveys and transmitting the materials to ICSC.
The Administration agreed with the Board's recommendation that it ensure that the International Civil Service Commission makes all possible efforts, notably by encouraging participation by the organizations to provide relevant information, to ensure annual updates of the daily allowance rates (para. 279)	In addition to the annual review letter, which is addressed to the Executive Head of each agency, and periodic reminds to country offices, ICSC officials meet directly with senior management in the organizations on the issue at various inter-agency forums.
The Board recommends that the Administration ensure that the International Civil Service Commission assesses and reports on the implementation of its proposals relating to staff serving at non-family duty stations in its annual report (para. 287).	ICSC has scheduled missions to several problematic Group II duty stations covering Africa, Asia, former CIS countries, South America and the Caribbean during 2009.

Brief description of the recommendation	*Action taken to implement the recommendation*
Board of Auditors (A/61/5 (Vol. I))	
The Administration agreed with the Board's recommendation that the International Civil Service Commission continue to encourage coordinators and staff members to cooperate in the conduct of surveys as scheduled; improve the administrative survey tracking system; and undertake field missions in problematic duty stations to verify cost-of-living measurements and other living conditions (para. 842).	In its continuing efforts to encourage survey coordinators to cooperate in the conduct of cost-of-living surveys, the ICSC secretariat conducted a special workshop for coordinators. Furthermore, the secretariat designed and implemented strategies aimed at encouraging staff participation in its cost-of-living surveys, implemented these strategies during the 2008 housing surveys at headquarters duty stations, and submitted a report to the Commission, showing a marked improvement in the participation rate of staff members compared to prior surveys. The secretariat has also prepared and distributed a draft document containing explanatory notes on the post adjustment system for human resource managers/survey coordinators.
The Administration agreed with the Board's recommendation that the International Civil Service Commission address the factors and constraints affecting the conduct of the surveys, in order to update the daily subsistence allowance rates, in accordance with article 11 (b) of its Statute and Rules of Procedure (para. 848).	ICSC collaborates with executive heads of United Nations system agencies in this connection. On its part, the staff of the Salaries and Allowances Division of ICSC continues to follow up on this issue with its counterparts in country offices.

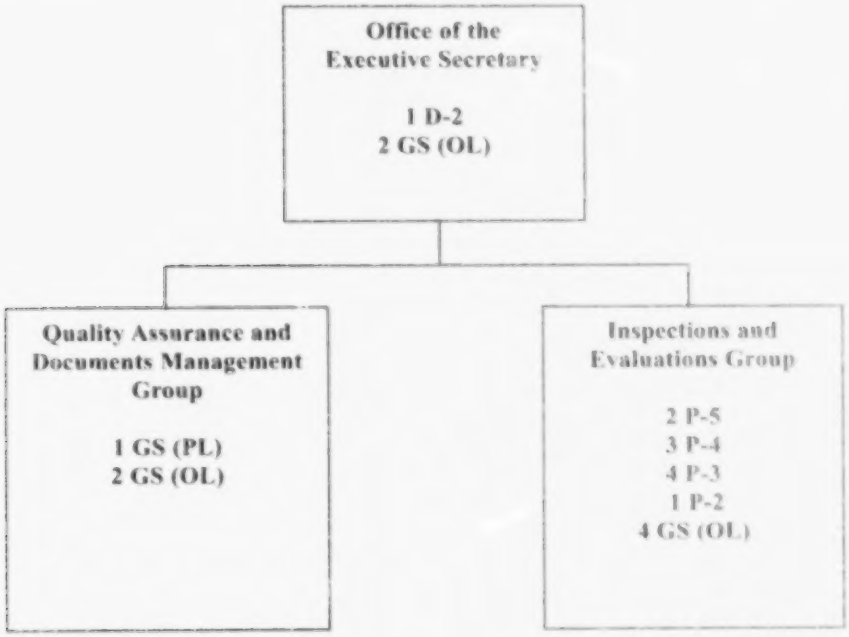
International Civil Service Commission
Organizational structure and post distribution for the biennium 2010-2011



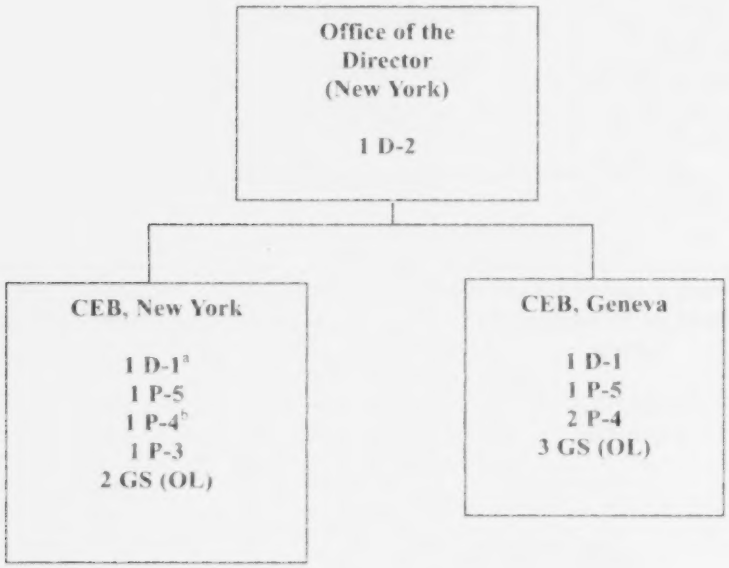
Abbreviations: GS, General Service; OL, Other level; PL, Principal level.

[a] New post.

Joint Inspection Unit Secretariat
Organizational structure and post distribution for the biennium 2010-2011



United Nations System Chief Executives Board for Coordination
Organizational structure and post distribution for the biennium 2010-2011



[a] Reclassified post.
[b] New post.